



NASA Executive Development Catalog





NASA SES Development Catalog—Table of Contents

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Introduction

To meet the challenges ahead, NASA must emphasize the importance of continual learning at all levels of the organization, even after employees have reached the Senior Executive Service (SES). Through continual learning, NASA's SES community receives the tools needed to accomplish the organizational mission. This catalog is designed to provide members of the SES community with a structured approach to executive training, resources, and networking opportunities to further your continued growth as a government executive.

Please note that this catalog is not an exhaustive list. You are encouraged to seek additional opportunities based on your interests and developmental needs.

Also note that this is a dynamic resource; you will be notified as additions or changes are made.

Training Opportunities

This resource includes information on best-in-class training opportunities at some of the world's most prestigious universities and learning institutions. The programs have been researched and meet the following criteria:

1. Programs are recognized for impact and effectiveness by industry leaders such as the Financial Times' ranking of Executive Education programs;
2. Programs complement existing NASA training courses;
3. Programs support continued development of U.S. Office of Personnel Management (OPM) Executive Core Qualifications (ECQs);
4. Programs foster and encourage executive networking.

Developmental Resources

This resource includes sections on coaching and Individual Development Plans (IDPs).

Networking Opportunities

NASA is committed to developing internal opportunities for SES community networking. You will be notified as these resources become available.

Navigating the Resource

There are two ways to navigate the resource:

1. Search by university/research institution.
2. Search by OPM ECQs/competencies. On pages 32–33 is a list of each OPM ECQ and the relevant courses.



The NASA Coaching Program

The NASA Coaching Program was designed in response to the President's Management Agenda and the NASA Strategic Human Capital Plan. Coaching will provide members of the SES with the opportunity for continuous, one-on-one executive development. More specifically, coaching will help you to:

- ◆ Improve your efficiency, creativity, and capabilities and that of your employees;
- ◆ Develop, expand, and enhance both your performance and that of your employees in personal and professional endeavors; and
- ◆ Work through topics including strategic planning, concise goal setting, and consistent interaction in a variety of situations and relationships.

The NASA coaching program seeks to ensure that your personal experiences and characteristics yield the maximum benefit and measurable results. Through multiple approaches to improvement on a personal level, coaching makes the best use of your contribution to the agency, and enables the agency to support you.

Complete a Coaching Application

To help us match you with the most appropriate coach, we invite you to complete an application. The coaching application is a one-page document that asks about your professional goals, what you are looking for in a coach, your reason for wanting a coach, your past experiences with coaching, and whether or not you have taken any self-assessments. To complete the application, please visit the Web site in the "Key Information" sidebar to the left.

Key Information

To learn more about the NASA coaching program and to contact your Center Program Manager, visit:

<http://nasapeople.nasa.gov/Training/coachmentor/default.htm>

To fill out a coaching application, visit:

<http://nasapeople.nasa.gov/Training/coachmentor/NEW%20Coaching%20Application%20PDF%2010%202%2007.pdf>

NASA Individual Development Plans

Individual Development Plans (IDPs) describe the objectives and activities you want to achieve as part of your career development. IDPs help you focus your energy on improving particular competencies to achieve both your personal and career goals. This resource also opens lines of communication for conversations about your professional development.

Recently, IDPs were made available to all NASA employees via *SATERN*, NASA's Learning Management System (LMS). To learn more about IDPs, you can visit *SATERN* by logging onto the Web site located in the "Key Information" sidebar to the left.

Key Information

To learn more about Individual Development Plans, visit NASA's LMS *SATERN*:

<https://satern.nasa.gov/elms/learner/login.jsp>

Fundamental
CompetenciesLeading
ChangeResults
Driven

Opportunity Highlights

Location: Washington, DC

Duration: 5 days

Cost: \$3,595

- ✓ Very popular executive-level course, already enrolling for 2009
- ✓ Visit Washington, DC corporate sites such as General Dynamics, Lockheed Martin, and Blackboard, Inc.
- ✓ Observe best-practices in the private sector first-hand
- ✓ Tap into the minds of some of the best executives from the private sector with interactive, high-profile guest lectures
- ✓ Have the opportunity to brainstorm new ideas in a group setting

Innovative Business Practices for the Public Sector

Creativity and innovation have been known to drive the private sector, but the public sector can also benefit from many techniques used in business. During *Innovative Business Practices for the Public Sector*, you will benefit from visiting the headquarters of some of the world's most innovative companies and experiencing first-hand the best practices that can improve your agency.

Innovative Business Practices for the Public Sector allows you to tap into some of the best minds in the private sector in an interactive setting that will teach you how to address topics such as human capital, organizational turn-around, technological advances, change management, and effective communication.

During this course, you will:

- ◆ Visit the offices of local (Washington, DC) private sector corporations such as General Dynamics, Blackboard, Inc., and Lockheed Martin.
- ◆ Experience stimulating guest lecturers from high-profile companies, universities, and the scientific/technical community who will share their knowledge of innovation in the business world. Examples of past guest lecturers include: Dennis Bakke, Author of *Joy at Work, A Revolutionary Approach to Fun On the Job* and Brian Dailey, the Senior Vice President for Washington Operations at Lockheed Martin.

This course is enrolling now for October 2009. The course is highly sought after, so it is important to enroll early.

Prerequisites: None

For more information, contact:
Emily Luken, The Brookings Institution
202.797.6276

eluken@brookings.edu

<http://www.brookings.edu/execed/programs/innovativepractices.aspx>

Fundamental
CompetenciesLeading
Change

Opportunity Highlights

Location: The Boar's
Head Inn;
Charlottesville, VA

Duration: 5 days

Cost: \$5,735

- ✓ Participate in an opportunity specially tailored to the needs of Federal executives
- ✓ Improve your leadership skills in areas such as creativity and innovation, self-understanding, political savvy, and external awareness
- ✓ Develop the 21st century competencies of social intelligence and heightened global awareness
- ✓ Link with the past while expanding your framework to explore today's opportunities

Executive Leadership in a Changing Environment

Today's executive leaders face the difficulty of leading "the new public service" in which multi-sectored networks have emerged as a way of governing. This requires today's leaders to differentiate between what they know (and how to share that knowledge across networks) and what they do not know (and how to develop new strategies and capabilities to address this uncertainty).

Executive Leadership in a Changing Environment links leaders with their past, their constitutional legacy, and their future, enabling them to explore the opportunities, strategies, and capabilities available in an increasingly global world. This course also addresses the 21st century competencies of social intelligence and heightened global awareness.

During this course, you will:

- ◆ Participate in interactive sessions discussing topics such as *The Constitutional Framework for Public Service*, *The Challenge of Global Leadership*, *Leadership and Learningship*, and *Creative Leadership*.
- ◆ Experience a series of lecture-based sessions taught by renowned professors, guest lecturers, award-winning social psychologists, and creativity experts.
- ◆ Learn to create an organizational environment responsive to change, but cognizant of tradition and purpose.

Prerequisites: None

For more information, contact:
Marina Augoustidis, The Brookings Institution
202.797.6496

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<http://www.brookings.edu/execed/programs/execleadership.aspx>

Fundamental
CompetenciesResults
Driven

Opportunity Highlights

Location: Washington, DC**Duration:** 3 days**Cost:** \$2,475

- ✓ Differentiate between your personal values and your public service responsibility
- ✓ Develop a robust ethical framework to assist in your everyday decision making
- ✓ Learn how your ethical framework can influence your actions
- ✓ Participate in interactive workshops in an intimate setting
- ✓ Learn about others' ethical experiences
- ✓ Participate in a course that is well-reputed at NASA

Leading With Integrity: Ethics in Action

Sometimes ambiguities and your core beliefs may alter your ability to “do the right thing” in the public service. During *Leading With Integrity: Ethics in Action*, you will develop your moral reasoning skills and create your own ethical framework based on your core beliefs. Your core beliefs and moral reasoning skills will guide you to tackle difficult issues and make defensible decisions that advance the public good.

Leading With Integrity: Ethics in Action provides the necessary ethical awareness that will help drive decision making in the public sector. You will also focus on improving your ability to weigh different options to be able to make the most ethical decision given the circumstances.

During this course, you will:

- ◆ Participate in interactive workshops that focus on your personal responsibility to others and how your ethical framework affects your actions.
- ◆ Experience stimulating lectures from speakers such as Michael Neufeld, chair of the Space History Division at the National Air and Space Museum, and leading public policy experts at Georgetown University.
- ◆ Apply different ethical frameworks to determine your perspective of what is and is not ethical.

Prerequisites: None

For more information, contact:
Liz Barron, The Brookings Institution
202.797.6314

lbarron@brookings.edu
<http://www.brookings.edu/execed/programs/ethics.aspx>

Leading
ChangeResults
DrivenBuilding
Coalitions

Opportunity Highlights

Location: Washington, DC**Duration:** 5 days**Cost:** \$3,595

- ✓ Hear from high-profile lecturers who provide insights into potential challenges facing science agencies
- ✓ Network with other global leaders in science- and technology-related fields
- ✓ Experience a course that is altered every year to reflect current “hot” topics
- ✓ Learn about topics such as fostering creativity in science, the U.S.’s role in Research & Development (R&D), where the budget is going, and Congress’s role
- ✓ Participate in a course with a strong reputation at NASA

Science and Technology Issues Facing the United States

Science and Technology Issues Facing the United States is designed for those who want to learn how the U.S. Government deals with science-related policies and discuss ways to increase their agency’s creativity, innovation, and effectiveness. Simultaneously, you will learn whether the political environment threatens or supports current research and development, and hear from renowned experts, such as the former Chairman of the House Science Committee and the White House’s Director of Science and Technology Policy.

Science and Technology Issues Facing the United States will provide you with a basic understanding of how science policy makes its way through Congress, new perspectives on how to handle technological innovation, and skills to effectively communicate science and technology information to diverse audiences.

During this course, you will:

- ◆ Learn from a variety of renowned lecturers including Vinton Cerf, “Inventor of the Internet” and Google’s Chief Internet Evangelist; Sharon Hays, Associate Director of the Office of Science and Technology Policy; and Rep. Bart Gordon, Chairman of the House Science and Technology Committee.
- ◆ Experience a curriculum covering topics such as the U.S. role in Research & Development (R&D), where the U.S. R&D budget is going, the role Congress plays, and fostering creativity in science.
- ◆ Share knowledge and network with other global leaders in science- and technology-related fields.

Prerequisites: None

For more information, contact:
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<http://www.brookings.edu/execed/programs/sciencetech.aspx>



Fundamental Competencies	Leading Change	Leading People	Results Driven
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Opportunity Highlights

Location: Colorado Springs, CO

Duration: 5 days

Cost: \$10,600

- ✓ Broaden your network of executive colleagues
- ✓ Collaborate and share knowledge with other leaders who have responsibility for 500+ employees
- ✓ Evaluate your effectiveness as a leader
- ✓ Begin behavioral changes with long-term value and follow up with a post-course assessment and coaching session
- ✓ Incorporate physical health as an aspect of peak leadership performance

Leadership at the Peak

Leadership at the Peak will help you reconnect with how you got where you are today and will also equip you with personal improvements for the future. In a secure setting, you will collaborate with others to evaluate your leadership style and its effectiveness and focus on the challenges unique to those in your high-level position.

During *Leadership at the Peak*, you will experience several assessments and faculty feedback sessions, daily fitness workout times and individual fitness assessments, and a goal-setting and action-planning session for future development. After the program's conclusion, you will receive a post-program phone coaching session and will complete a follow-up online assessment conducted 3 months after the program.

During this course you will:

- ◆ Receive a full assessment of who you are as a leader and will compare yourself to others who are at the same professional level.
- ◆ Receive a thorough fitness evaluation, with an emphasis on how to handle stress and workplace health issues.
- ◆ Focus on improving your public image and your communication skills through a simulated television interview.
- ◆ Begin behavioral changes that will have long-term value for you, your organization, and your company's shareholders.

Prerequisites: You must be a senior executive or leader with more than 15 years of management experience; be in the top three tiers of the organization; and have leadership responsibility for 500 or more people. Prior to the course, each member must fill out pre-course assessment materials/surveys.

Fundamental
CompetenciesLeading
ChangeLeading
PeopleResults
Driven

Opportunity Highlights

Location: Colorado
Springs, CO

Duration: 5 days

Cost: \$6,900

- ✓ Broaden your network of executive colleagues
- ✓ Focus on thinking systematically to understand your organization and set strategy
- ✓ Understand and apply a strategic leadership framework to guide your personal and organizational development
- ✓ Learn to effectively set goals and enhance strategic leadership throughout your organization
- ✓ Participate in interactive simulations designed to help you build leadership capacity

Developing the Strategic Leader

Designed for those whose actions impact several functional areas, *Developing the Strategic Leader* focuses on thinking systematically to understand the organization and set strategy. It will teach you to contribute to your organization's enduring success by influencing others to implement long-range organizational objectives.

Developing the Strategic Leader will help you to explore your personal effectiveness as a strategic leader and to improve your strategic functioning with both teams and the overall organization. You will also learn to apply frameworks to address the strategy-execution gap, balance short-term and long-term pressures, and become a strategic leader rather than a tactical manager.

During this course you will:

- ◆ Experience interactive lectures and participate in simulations designed to help you learn ways to build and sustain leadership capacity in your team and within your organization.
- ◆ Respond to both self-assessments and 360-degree assessments and receive feedback on each.
- ◆ Participate in both an individual and organizational goal-setting and planning session at the culmination of this course.

Prerequisites: Prior to the course, each member must fill out pre-course assessment materials.

For more information, contact:
Robin Judge, Center for Creative Leadership
336.544-5127

<http://www.ccl.org/leadership/programs/DSLOverview.aspx>

Fundamental
CompetenciesLeading
ChangeResults
DrivenBusiness
Acumen

Opportunity Highlights

Location: IBM Palisades,
30 minutes outside
NYC

Duration: 6 days

Cost: \$8,450 (2008);
\$8,850 (2009)

- ✓ Discover a proven framework for leading growth
- ✓ Gain the tools needed to drive new growth and implement successful change initiatives
- ✓ Enjoy a course that is popular with several branches of the government
- ✓ Apply skills and concepts learned to a current change initiative within your organization
- ✓ Analyze a personal case and apply skills learned

Leading Strategic Growth and Change

How do you successfully meet the challenge of leading a successful change initiative? During *Leading Strategic Growth and Change*, you will learn to thrive in a rapidly changing environment by finding new opportunities, launching new ventures, leading organizational change, and restoring an organization.

Through *Leading Strategic Growth and Change*, you will learn how to thrive in rapidly changing and highly uncertain environments, gain insight into a current change initiative within your organization, and immediately begin to apply your learning to make rapid progress with a current pressing issue. In addition, you will learn to make use of an entrepreneurial mindset, understand the challenges to growth, and gain insight into both cultural and leadership challenges of the information economy.

During this course you will:

- ◆ Participate in interactive instruction during lectures, group exercises, case studies, and small group discussions.
- ◆ Apply concepts and ideas from the program to analyze a personal case study.
- ◆ Learn about concepts such as Christensen's Disruptive Technology, Marketbusting lenses, Discovery Driven Planning, and DRAT Analysis.

Prerequisites: Before the course begins, you will be asked to read several books and articles, prepare questions, and identify a personal case that you will work on during the course.

For more information, contact:
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Kd2254@columbia.edu
<http://www4.gsb.columbia.edu/execed/programs>



Opportunity Highlights

Location: Charlottesville, VA

Duration: 3 days

Cost: \$2,475–\$2,885

- ✓ Embody your purpose as a leader by acting efficiently in a world of change
- ✓ Create and reinforce personal practices that emphasize strengthening your focus and resilience
- ✓ Complete an onsite resilience assessment to measure your focus, intensity, and persistence
- ✓ Experience hands-on learning through individual and group exercises, coaching, and assessments
- ✓ Commit to one strategy that helps you maintain focus and intensity

A Leader's Guide to Developing Resilience

We live in a constantly changing world. During *A Leader's Guide to Developing Resilience*, you will explore the power of resilience in this ever-changing world and equip yourself with the tools necessary to handle such change. This course provides a forum for addressing the challenge of resilience both directly and indirectly.

Through *A Leader's Guide to Developing Resilience*, you will learn to be an agent of change and to support others during this process, clarify your purpose as a leader, and commit to a personal strategy to maintain your focus, intensity, and persistence. By obtaining the necessary tools, you will be able to sustain a sense of possibility, perspective, and optimism in a world full of change.

During this course you will:

- ◆ Practice and receive coaching to enhance your development of resilience.
- ◆ Complete a resilience self-assessment to measure your focus, intensity, and persistence.
- ◆ Apply cutting-edge research findings concerning the impact of empowering perspectives.
- ◆ Create a map for managing strategic partnerships.
- ◆ Select some of your personal key initiatives for proactive engagement in your agency and work environment.
- ◆ Participate in group discussions and give brief presentations to the group.

Prerequisites: None

For more information, contact:
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434.980.6276

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<http://www.leadership.opm.gov/programs/Executive-Leadership-Development/EXE0071/Index.aspx>

Leading
ChangeLeading
PeopleBuilding
Coalitions

Opportunity Highlights

Location: Charlottesville, VA

Duration: 3 days

Cost: \$3,495–\$3,795

- ✓ Connect with others who have at least 2 years of experience at the SES level
- ✓ Network with a learning community that represents the fullest range of Federal executives with at least two years experience at the SES level
- ✓ Explore cutting-edge skills and practices in the leadership field
- ✓ Strengthen key leadership skills required for success in leading employees and navigating the career and political scenes
- ✓ Understand the structure in which you operate

Senior Executive Service Leadership Horizons: The Constitution & Contemporary Public Sector Leadership

The Constitution and Contemporary Public Sector Leadership, a seminar within the new Horizons series, will provide you with an unrivaled opportunity to step back from day-to-day demands and more deeply explore the structure in which you operate.

During this course, participants will relate their understanding of historical antecedents to their contemporary leadership and discover new perspectives to apply to their organization. This unique blend of the past and present will help you to strengthen your key leadership skills required for success in leading employees and navigating both the career and political interfaces.

During this course you will:

- ◆ Surround yourself with Federal Executive Institute (FEI) faculty, distinguished guest speakers, and peers from across the Government who are exploring the latest thinking in the field of leadership.
- ◆ Explore the latest thinking in the field of leadership and learn new ways to effectively lead in the SES's challenging public environment.
- ◆ Enlarge your cross-agency SES network and deepen your corporate understanding of the Federal sector.
- ◆ Split your time between Montpelier, the home of President James Madison, and FEI's Charlottesville campus to heighten your understanding of your historical antecedents and their relationship to your contemporary leadership.

Prerequisites: Minimum of 2 years experience at SES level.

For more information, contact:
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434.980.6276

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Alfred.cooke@opm.gov

<http://www.leadership.opm.gov/programs/Organizational-Leadership-for-Executives/EXE0081/Index.aspx>



Opportunity Highlights

Location: Charlottesville, VA

Duration: 2 days

Cost: \$2,665

- ✓ Increase your trust and understanding of other Federal agencies
- ✓ Develop ways to solve problems you may face when collaborating
- ✓ Implement a successful strategy for organizational cross-collaboration
- ✓ Strengthen key leadership skills such as partnerships, influence and negotiation, interpersonal skills, and oral communication
- ✓ Network with executives from other Federal agencies in an interactive seminar setting

Collaborating Across Organizational Boundaries: Identifying and Solving the Problems of Working with Other Organizations

How do you develop the needed trust among your coworkers and other organizations? How do you interact with different leadership strategies, measurement systems, and cultures? As a leader you should avoid the “stovepipe mentality” and start working with other agencies.

Collaborating Across Organizational Boundaries is designed to establish greater collaboration among Federal agencies, with State and local agencies, non-profits, and private sector firms. The program will introduce you to cross-organizational collaboration by addressing the issues of trust; differing organizational structures, cultures, and ego; and other common issues that could impede collaboration. In addition, you will learn how to interact with and learn from others.

During this course you will:

- ◆ Experience lectures and discussions with topics that address the major benefits of successful collaboration, other agencies’ collaboration success, and “speed bumps” that collaboration efforts may hit.
- ◆ Participate in an interactive seminar that draws on executives from all Federal agencies.
- ◆ Design and apply a tested framework for implementing successful collaboration in your agency.

Prerequisites: None

For more information, contact:
Alfred Cooke, Federal Executive Institute
434.980.6276

Alfred.cooke@opm.gov

<http://www.leadership.opm.gov/programs/Organizational-Leadership-for-Executives/EXE0004/Index.aspx>



Opportunity Highlights

Location: Charlottesville, VA

Duration: 3 days

Cost: \$2475–\$2,885

- ✓ Understand the benefits of interpersonal relationships and communication
- ✓ Strengthen and reinforce key leadership skills, such as interpersonal skills, leveraging diversity, influencing and negotiating, and political savvy
- ✓ Utilize cutting-edge research on emotional intelligence program theory
- ✓ Experience hands-on learning activities with a focus on skill development
- ✓ Strategize how to effectively work with others to achieve results

Emotional Competence: Working with Others for Results

How do interpersonal relationships affect organizational performance? This dynamic seminar emphasizes the emotional competencies effective leaders need and teaches you how to overcome interpersonal obstacles in the workplace to improve both personal and professional relationships.

Emotional Competence: Working with Others for Results is designed to help you discover the organizational benefits of good relationships, learn to appreciate and forestall the costs of unproductive relationships, and learn to both identify and utilize emotions.

During this course you will:

- ◆ Experience a curriculum with emphasis and activities that reflect an initial participant assessment. This course is then customized based on participants' assessment results.
- ◆ Practice skill development through exercises, demonstrations, discussions, and practice sessions.
- ◆ Learn how to utilize and identify the basic skills that affect emotions.
- ◆ Explore recent research on the functions of feelings and emotions in our lives.
- ◆ Develop and practice personal and organizational approaches that support good relationships.

Prerequisites: None

For more information, contact:
Alfred Cooke, Federal Executive Institute
434.980.6276

Alfred.cooke@opm.gov

<http://www.leadership.opm.gov/programs/Executive-Leadership-Development/EXE0055/Index.aspx>



Opportunity Highlights

Location: Charlottesville, VA

Duration: 5 days

Cost: \$4,225

- ✓ Strengthen your interpersonal and leadership skills and learn to articulate your organizational vision clearly and effectively
- ✓ Combine the practical knowledge of concepts with interactive skill-building sessions
- ✓ Focus on developing your leadership skills by reflecting on personal work experiences
- ✓ Improve your presentation and communication skills using videotaped role-play sessions with feedback
- ✓ Benefit from the personal attention of 1 faculty member for every 4–5 executives

Executive Communication Skills: Leading the Process of Change

Whether it is at the departmental or agency level, leading a unit and people through change is a challenging yet important process. Through this interactive seminar, you will have the opportunity to build both your interpersonal communication and leadership skills. This course combines practical knowledge of the key concepts of leadership with the interactive skills essential for communication.

In *Executive Communication Skills*, you will learn the theory and application of effective leadership and communication skills and become better prepared to lead your colleagues in an ever-changing world. In addition, you will learn the essential skill of articulately communicating your vision effectively to others.

During this course you will:

- ◆ Learn by experience using videotaped role-play sessions and scenarios that highlight key components of interpersonal communication and learn how to articulate your vision using these components.
- ◆ Receive one-on-one feedback and attention to bring your leadership and presentation skills to the next level.
- ◆ Learn by analyzing video clips from popular films, hearing brief lectures, and participating in discussions.
- ◆ Devise new strategies and tactics to communicate your vision more effectively.
- ◆ Participate in a variety of large- and small-group activities that focus on developing your leadership skills by reflecting on your work experiences.

Prerequisites: None

For more information, contact:
Alfred Cooke, Federal Executive Institute
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<http://www.leadership.opm.gov/programs/Executive-Leadership-Development/EXE0010/Index.aspx>

Leading
ChangeBuilding
Coalitions

Opportunity Highlights

Location: Washington, DC**Duration:** 4 days**Cost:** Varies

- ✓ Benefit from this opportunity customized specifically for NASA
- ✓ Experience a course that is tailored each year based on current needs
- ✓ Learn about the inner workings of Washington and understand congressional culture
- ✓ Attend congressional hearings and make contacts with members of Congress
- ✓ Experience lectures and briefings given by high-profile guest speakers
- ✓ Gain valuable interactive experience with the legislative process

Congressional Briefing Conference

The *Congressional Briefing Conference* provides you with the full “Capitol Hill” experience, offering a comprehensive look at Congress’s role and how it affects the operations of departments and agencies, particularly NASA. You will see how Congress is organized, the key players and their roles, and how the legislative process works.

Through the *Congressional Briefing Conference* you will be able to better understand the legislative process and Congress’s perspectives in order to interact more proactively with the government. While the course’s curriculum changes based on current needs, topics typically include: leadership; organization and party structure; the budget process; the role of committees; relations with the executive branch; and the role of the media and special interests.

During this course you will:

- ◆ Receive briefings from experts. Guest lecturers often include members of Congress, interest group representatives, and news media representatives. Previous guests include Jeffrey Birnbaum, Fox News political contributor and Washington Post columnist, and Amy Walter, editor-in-chief of The Hotline and CNN political analyst.
- ◆ Attend committee hearings.
- ◆ Be able to further understand the congressional culture.
- ◆ Have the opportunity to ask questions and interact with members of Congress and their legislative staff.

Prerequisites: Must be a NASA-HQ employee to attend. Additional Center participants accommodated on a space-available basis.

For more information on this course, NASA HQ employees should visit:

SATERN, NASA’s LMS

<https://satern.nasa.gov/elms/learner/login.jsp>

All other employees should visit:

The Government Affairs Institute

<http://gai.georgetown.edu/cos.cfm>



Opportunity Highlights

Location: Washington, DC

Duration: 1 day

Cost: Varies

- ✓ Benefit from this seminar customized specifically for NASA
- ✓ Discuss the political environment, with a particular focus on aspects that will be changing during the following year
- ✓ Engage in relevant budget and political discussions and forecasts for the following year
- ✓ Receive instruction from government experts and a member of Congress
- ✓ Maximize your learning in this short, one-day seminar

The New Congress Seminar

This NASA-customized course is a one-day examination of the outcomes of elections. This course discusses congressional organization and leadership, the legislative agenda, and prospects for key legislative–executive branch issues.

The *New Congress Seminar* is a lecture-based course with 80 participants. There is generally a member of Congress from the majority party in attendance as a lecturer. Specific topics include the political dynamics resulting from elections; changes in the Congress; international versus domestic priorities; and an examination of key legislative branch issues, including Congress's role in national and homeland security decisions, reform of the intelligence community, and budget spending.

During this course you will:

- ◆ Hear a congressional staffer from the majority party discuss current events in the Senate and House of Representatives.
- ◆ Engage in discussion around current issues, politics, and policies with experts. You will also have the opportunity to discuss what will be changing during the next year.
- ◆ Discuss the role of the budget.

Prerequisites: Must be a NASA-HQ employee to attend. Additional Center participants accommodated on a space-available basis.

For more information on this course, NASA HQ employees should visit:

SATERN, NASA's LMS

<https://satern.nasa.gov/elms/learner/login.jsp>

All other employees should visit:
The Government Affairs Institute

<http://gai.georgetown.edu/newcongress.cfm>

Fundamental
CompetenciesLeading
ChangeResults
DrivenBusiness
Acumen

Opportunity Highlights

Location: Harvard Kennedy School, Cambridge, MA

Duration: 3 days

Cost: \$3,500

- ✓ Navigate the challenges and opportunities of digital information and networks
- ✓ Learn to drive IT-enabled innovation at your organization
- ✓ Receive a customized reading list based on your online diagnostic assessment
- ✓ After the course, remain part of an opt-in online community that provides continuous support while implementing learned content
- ✓ Share your knowledge and network with your peers

Leadership for a Networked World (LNW): Innovation Through IT for Senior Leaders in Government

Digital information and complicated online networks have raised a number of challenges and opportunities that successful leaders must learn to navigate. The successful leader knows not to delegate innovations enabled by information technology to specialists; they are too complex and strategically important.

LNW focuses on the structure and impact of IT-enabled innovation. This course explores your role in ensuring that your organization's IT and innovation strategy is maximized for public value.

During this course you will:

- ◆ Complete an online diagnostic assessment before the course. Information gathered from all course participants will provide direction for aspects of this course.
- ◆ Participate in case study exercises. This teaching method, pioneered at Harvard, encourages the use of real-world examination of a particular experience. Through case analyses and interactive discussions, participants learn techniques to apply on-the-job.
- ◆ Share your knowledge. You will be able to present projects you are working on, and will receive feedback from the class and professors.

Prerequisites: Completion of an online diagnostic assessment is required prior to the course. You will receive a customized reading list based on your online assessment.

For more information, contact:
Executive Education Admissions Office, Harvard Kennedy School
617.496.0484

ksg_execed@harvard.edu
<http://ksgexecprogram.harvard.edu/Programs/lnw2/overview.aspx>

Fundamental
CompetenciesLeading
ChangeLeading
PeopleBuilding
Coalitions

Opportunity Highlights

Location: Harvard Kennedy School, Cambridge, MA

Duration: 3 days

Cost: \$3,500

- ✓ Navigate the challenges and opportunities of the 21st century and learn why they are distinct
- ✓ Share a personal challenge during the “Personal Leadership Challenge,” and apply strategies learned in this course to it
- ✓ Look beyond short-term solutions towards effective leadership
- ✓ Develop and determine your leadership style
- ✓ Discover innovative ways to exercise your leadership

Leadership for the 21st Century: Chaos, Conflict, and Courage

Why do you lead the way you do? In large part, your leadership style reflects your deepest assumptions and strongest personal values.

Leadership for the 21st Century: Chaos, Conflict, and Courage is a course that not only focuses on building a specific set of skills, but also on potential limitations of your assumptions and values. Challenging you to look beyond short-term solutions, this course encourages you to find your voice, exercise leadership without authority, manage the dynamics of change, and confront the risks associated with leadership.

During this course you will:

- ◆ Participate in the “Personal Leadership Challenge.” Throughout the course, you will share a personal challenge and discuss it with fellow executives while applying strategies you learn during the course.
- ◆ Gain diverse insights into the dynamics of leadership and authority from the entire group.
- ◆ Use the case study method, a technique pioneered by Harvard that offers an opportunity to share knowledge and personal experience with fellow executives.
- ◆ Experience lecture-based discussion on leadership strategies, and discover innovative ways to exercise your leadership.

Prerequisites: None

For more information, contact:
Executive Education Admissions Office, Harvard Kennedy School
617.496.0484

ksg_execed@harvard.edu
<http://ksgexecprogram.harvard.edu/Programs/l21/overview.aspx>



Fundamental Competencies	Leading Change	Leading People	Results Driven	Building Coalitions
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Opportunity Highlights

Location: Harvard Kennedy School, Cambridge, MA

Duration: 5 days

Cost: \$6,100

- ✓ Collaborate with colleagues and faculty members to develop innovative strategies
- ✓ Engage in hands-on learning through a real-world case study
- ✓ Participate in focus group sessions
- ✓ Explore new approaches to address social problems
- ✓ Focus on the areas of strategy, management innovation, leading without authority, negotiation, partnerships, and political innovation

Innovations in Governance:
Creating Solutions Through Collaboration

Innovations in Governance encourages you to develop new problem-solving methods through collaborative leadership. Taught by Mark H. Moore, author of *Creating Public Value: Strategic Management in Government*, this course is specifically targeted at government executives and will encourage you to develop the skills social entrepreneurs use to manage their resources.

During this intensive 5-day program, participants will acquire the skills needed to create new arrangements that are not traditionally used at top-down organizations. The course curriculum focuses on six key areas: strategy, management innovation, leading without authority, negotiation, partnerships, and political innovation.

During this course you will:

- ◆ Explore new, boundary-spanning methodologies that cross traditional sectors and jurisdictions to identify, comprehend, and address emerging authority, negotiation, partnerships, and political innovation.
- ◆ Participate in the case study method, which begins with an account of a specific real-world situation. By analyzing and discussing the situation, you will learn new approaches that will help you effectively confront your daily challenges.

Prerequisites: None

Fundamental
CompetenciesLeading
ChangeLeading
PeopleResults
DrivenBuilding
Coalitions

Opportunity Highlights

Location: Harvard Kennedy School,
Cambridge, MA

Duration: 5 days

Cost: \$6,300

- ✓ Benefit from dynamic program participation and an experiential learning exercise as a “Board of Directors”
- ✓ Participate in small, stimulating focus group activities
- ✓ Foster cross-sector leadership networks with other female senior executives
- ✓ Gain insight, feedback and guidance on leadership and management issues from your accomplished peers
- ✓ Hone your skills in analysis, communications, and negotiations

Women and Power: Leadership in a New World

New opportunities continue to arise for women to move into positions of greater leadership, power, and influence. This course, designed specifically for senior executive women, encourages the formation of cross-sector leadership networks by creating successful partnerships and strategic alliances. Utilizing an engaging and interactive experience, this course is designed to help women advance to and thrive in the top positions.

Women and Power focuses on exploring and applying recent research on women and leadership to the workplace, developing skills for building coalitions and alliances, and networking with other professional women at a similar level within their organization.

During this course you will:

- ◆ Participate in an interactive, experiential learning exercise as a “Board of Directors.” You will gain insight, feedback, and guidance from your peers.
- ◆ Engage in the opportunity to hone your skills in analysis, communications, and negotiations.
- ◆ Hear from engaging guest lecturers such as Kim Campbell, the former Prime Minister of Canada, and Carol Browner, the former Administrator of the U.S. Environmental Protection Agency.

Prerequisites: You must be a female executive.

For more information, contact:
Executive Education Admissions Office, Harvard Kennedy School
617.496.0484

ksg_execed@harvard.edu
<http://ksgexecprogram.harvard.edu/Programs/wp/overview.aspx>

Fundamental
CompetenciesLeading
PeopleBuilding
Coalitions

Opportunity Highlights

Location: Harvard Law School,
Cambridge, MA

Duration: 1.5 days

Cost: \$1,850 (plus hotel
costs)

- ✓ See why a NASA SESer recommended this course
- ✓ Experience a course refined for over 20 years with up-to-date information and skills for negotiators
- ✓ Interact with the highly skilled and qualified audience from the upper echelons of many organizations
- ✓ Engage with faculty drawn from a group of international experts
- ✓ Reinforce your decision-making skills

The Program on Negotiation for Senior Executives

How can you improve your negotiation skills to better make and influence decisions? Harvard's *Program on Negotiation* equips you to substantially improve your negotiating skills by learning how to achieve better outcomes, become more skilled in long-term decision making, and be better able to relate to and collaborate with others.

This course will familiarize you with a pragmatic negotiation process that allows you to address the complex problems you face daily in your professional and personal life. Through this concise yet detailed program, you will learn how to build a framework for maximizing negotiation outcomes, and learn the elements of mutual gain negotiation.

During this course you will:

- ◆ Have the opportunity to engage with faculty drawn from a group of internationally recognized experts on negotiation and dispute resolution.
- ◆ Benefit from intensive instruction in negotiation theory and practice.
- ◆ Participate in specially designed simulations with the other 150 top executives in attendance to test learned techniques.
- ◆ Blend the business perspectives and experiences of three lecturers to gain a well-rounded understanding of negotiation.

Prerequisites: None

There is also a 3-day course that combines the "Program on Negotiation for Senior Executives" with "Dealing with Difficult People and Difficult Situations"

<http://www.pon.execseminars.com/index.php?seminar=combined>

For more information, contact:
The Program on Negotiation, Harvard Law School
617.495.1684

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pon@law.harvard.edu

<http://www.pon.execseminars.com/index.php?seminar=sr&pon=e7fae7059eb0e74155c1179e4f8cf33a>

Leading
ChangeLeading
PeopleResults
DrivenBuilding
Coalitions

Opportunity Highlights

Location: Host countries throughout the world

Duration: 12 days

Cost: \$7,500

- ✓ Engage on a global playing field with expert lecturers from the U.S., Europe, and Canada
- ✓ Enjoy a multidisciplinary approach balanced between classroom lectures and insightful workshops
- ✓ Experience field trips that demonstrate unique aspects of the host country's aerospace industry
- ✓ Interact with fellow participants from around the world in an intimate classroom setting

Space Odyssey Institute

A seminar located at different locations throughout the world, the *Space Odyssey Institute* brings together experts from space-faring nations. With experts and business leaders from different countries in attendance, interaction is maximized between *Institute* participants and students attending the *Space Studies Program*.

During this 12-day opportunity, you will be able to deeply explore many aspects of space exploration and gain a long-term vision for space development and exploration. In addition, you will explore the strategic questions involved with identifying, choosing, and pursuing niches in space exploration. This once-in-a-lifetime opportunity will focus you on emerging opportunities and the obstacles that need to be overcome in space development.

During this course you will:

- ◆ Discover the broad range of ideas and views on current topics that are rapidly changing the aerospace landscape.
- ◆ Strengthen your worldwide network with important leaders in aerospace.
- ◆ Focus on the areas of strategic vision, policy development, global implications, and high-level architecture development.
- ◆ Collaboratively write a vision paper on an important policy issue in aerospace. Last year's paper explored the significance of increasing international participation in space.

This popular course is limited to 20 participants, so it is important to apply early.

Prerequisites: None

For more information, contact:
International Space University Admissions Office
SOI_info@isunet.edu

http://www.isunet.edu/index.php?option=com_content&task=blogcategory&id=38&Itemid=145

Results
DrivenBusiness
AcumenBuilding
Coalitions

Opportunity Highlights

Location: Strasbourg, France**Duration:** 5 days**Cost:** \$2,750

- ✓ Experience lectures by space experts and renowned guest speakers in the space industry from around the world
- ✓ Participate in challenging and stimulating interactive activities
- ✓ Thrive in an intimate classroom setting of 20 executives
- ✓ Interact both one-on-one and in groups with space executives from around the world
- ✓ Learn about the similarities and differences in space-related strategy around the globe

Executive Space Course

The *Executive Space Course* examines current space-related activities and the technology, science, business, and policies upon which each phase of the program or mission is based.

Located in Strasbourg, France, this international opportunity provides participants with an understanding of the similarities and differences in space strategy around the globe. It presents fundamental engineering and technical concepts in a clear manner, enabling you to develop and expand your knowledge of space-related terminology and activities.

During this course you will:

- ◆ Participate in lectures, interactive workshops, practical case studies, and a challenging team project.
- ◆ Learn from an international group of space experts joined by visiting lecturers from industry, space, academic, and research organizations.
- ◆ Gain exposure to the interdisciplinary, international, and intercultural learning environment of the International Space University (ISU).
- ◆ Have in-depth group discussions and interaction with executives from around the world.

This popular course is limited to 20 participants, so it is important to apply early.

Prerequisites: None

For more information, contact:
International Space University
+33 (0)3 88 65 54 30

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Fundamental
CompetenciesResults
DrivenBusiness
Acumen

Opportunity Highlights

Location: Cambridge, MA**Duration:** 2 days**Cost:** \$2,600

- ✓ Take the “mystery” out of corporate finance
- ✓ Participate in case studies and analytic exercises to practice the basic concepts of finance
- ✓ Learn about financial management and accountability
- ✓ Master information about funding decisions, project evaluation, and resource allocation
- ✓ Use hands-on exercises to practice what you learned
- ✓ Acquire the financial savvy to survive in the technical world in just 2 days!

Fundamentals of Finance for the Technical Executive

In today's market, financial issues are a component of almost every decision. As a technical executive, you should be able to use finance to persuade corporate financial officers to fund your projects. You will be able to better achieve these goals if you apply the basic principles of finance and accounting to your day-to-day and long-term management activities.

Fundamentals of Finance for the Technical Executive is designed to take the mystery out of finance. This interactive, hands-on program will teach you everything you need to know about funding decisions and how you can influence those decisions by applying financial principles to project evaluation and resource allocation.

During this course you will:

- ◆ Gain an understanding of key financial terms.
- ◆ Learn to present your projects with a clear understanding of the financial aspects behind them.
- ◆ Participate in case studies.
- ◆ Practice the basic concepts of finance you learned in the course through hands-on, analytic exercises.
- ◆ Learn to assess projects for their potential economic value and learn how to perform discounted cash flow (DCF) valuations.

Prerequisites: None

For more information, contact:
Diana Garcia Martinez, MIT Sloan School of Management
617.253.7166

Dvgarcia@mit.edu
<http://mitsloan.mit.edu/execed/coursedetails.php?id=462>

Leading
Change

Leading
People

Results
Driven

Building
Coalitions



Opportunity Highlights

Location: Cambridge, MA

Duration: 5 days

Cost: \$7,590

- ✓ Transform yourself into a “business thinker”
- ✓ Participate in interactive activities and learn about MIT’s management simulator
- ✓ Experience a course designed for MIT with a 30-year, successful track record
- ✓ Listen to high-profile guest lecturers speak on systems thinking and dynamics
- ✓ Leave MIT with state-of-the-art texts and software to transform your organization
- ✓ Use modeling tools to see long-term effects of your decisions and design strategies to achieve success

Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems

Recently there has been accelerated economic, technologic, social, and environmental change. In order to better manage this changing world, it is helpful for executives to transform into business thinkers and be equipped with modeling tools to understand how the structure of complex systems creates their behavior.

Jay Forrester, a computer pioneer, developed this program more than 30 years ago at MIT. *Business Dynamics* teaches systems dynamics modeling, a set of conceptual tools enabling executives to build computer simulations of complex, business-related issues. These models will help you to experience the long-term side effects of your decisions and help you to design structures and strategies to achieve greater success.

During this course you will:

- ◆ Participate in intensive, hands-on workshops and exercises.
- ◆ Gain exposure to the principles of systems thinking and learn practical methods for putting them into action.
- ◆ Be introduced to a variety of tools, including mapping techniques, simulation models, and MIT’s management flight simulators.
- ◆ Listen to guest speakers: Jay Forrester, founder of systems dynamics; Peter Senge, author of *The Fifth Discipline* and lead systems thinker; and Mark Paich, a General Motors executive.
- ◆ Leave armed with state-of-the-art simulation software and texts to transform your organization.

Prerequisites: None

For more information, contact:

Diana Garcia Martinez, MIT Sloan School of Management
617.253.7166

Dvgarcia@mit.edu

<http://mitsloan.mit.edu/execed/coursedetails.php?id=583>

Leading
ChangeLeading
PeopleBusiness
AcumenBuilding
Coalitions

Opportunity Highlights

Location: Cambridge, MA

Duration: 2 days

Cost: \$2,600

- ✓ Benefit from expert faculty
- ✓ Address the key issues of managing technology
- ✓ Learn how to effectively manage highly technical professionals by maximizing their contributions
- ✓ Strengthen leadership skills including human capital management, team building, and technical credibility
- ✓ Engage in interactive sessions that help you with personal issues that arise from managing technical professionals

Managing Technical Professionals and Organizations

Drawing on substantial research and industry experience of faculty and leading pioneers, this course explores proven and practical strategies for managing and maximizing the contributions of your technical professionals.

Managing Technical Professionals and Organizations is taught by lead faculty member Tom Allen, who coined the concept of “Gate Keeper” in technical organizations, and Ralph Katz, author of *The Human Side of Managing Technological Innovation*. This intensive program focuses on examining how to work effectively with and appeal to technical professionals.

During this course you will:

- ◆ Learn principles and strategies important to any organization where research and development, engineering, and/or computer-related technologies lie at the core of the business.
- ◆ Address the key issues of managing technology, a field of study which was created at MIT several decades ago.
- ◆ Engage in presentations that foster interactive dialogue between faculty and participants.
- ◆ Strengthen your leadership skills for managing technical professionals.

Prerequisites: None

For more information, contact:

Diana Garcia Martinez, MIT Sloan School of Management
617.253.7166

Dvgarcia@mit.edu

<http://mitsloan.mit.edu/execed/coursedetails.php?id=472>



Opportunity Highlights

Location: All over the world and right at your desk

Duration: 2.5 day Master Classes & continual learning opportunities

Cost: Dues: \$1,200/year
Master Classes: \$8,900–\$9,800

- ✓ Stay continuously linked to a community of experts
- ✓ Attend master classes in-person or participate virtually to accommodate your schedule
- ✓ Network with other executives on a global scale
- ✓ Program uses “pull model” of curriculum development—topics/themes/cities come from convergence of Fellows interest and faculty research
- ✓ Identify critical issues in real time and gain immediate insight from thought leaders

Wharton Fellows: An Ongoing Network and Master Classes for Senior Executives

As a member of *Wharton Fellows*, you will have access to a unique program that provides a one-stop shop to continuous executive training and professional development. The program blends the skills and knowledge of innovative leaders, senior executives, Wharton faculty, and leading experts into a network that provides continuous knowledge and support to meet today's business challenges. The 2.5 day intensive seminars enable you to be constantly challenged and continuously linked to a community of experts.

Important aspects of this program include:

- ◆ Master classes: Action-oriented, experiential, in-class sessions designed to tackle just-in-time issues that may arise in your workplace. These courses are limited to 50 participants to encourage face-to-face interaction.
- ◆ Virtual Participation in Master Classes: If you cannot attend a Master Class, you can still log in and participate virtually.
- ◆ Site visits: You can participate in site visits to organizations that are cited for best practices and thought leadership in their field.
- ◆ Global networking: As a Wharton Fellow, you will stay continuously networked with other executives and thought leaders so you can maximize your knowledge-sharing opportunities.

Remember that as a member of the Wharton Fellows Program, you only have to attend the events that interest you.

Prerequisites: There is an annual membership fee of \$1,200 and a very selective application process.

For more information, contact:
Customer Care and Program Consultation
1.800.255.3932

execed@wharton.upenn.edu

<http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/wharton-fellows-network-master.cfm>



Opportunity Highlights

Location: Philadelphia, PA

Duration: 4 days

Cost: \$7,250

- ✓ Explore the fundamental questions of leadership
- ✓ Understand how your approach to leadership affects your interactions and success with others
- ✓ Test new approaches for influencing and leading others
- ✓ Communicate with greater impact by using stories and other techniques to influence and inspire others
- ✓ Receive constructive feedback from fellow executives on your leadership style

Leading and Managing People

As a leader, your success depends on your ability to influence others. It is important to be aware of, and step free from your blind spots to positively affect your employees. This course helps you to gain practical tools that will enable you to become an effective leader and achieve the results you're after.

Leading and Managing People explores the fundamental questions of leadership and encourages you to understand your values, evaluate and reshape your own leadership approach, and reinvent yourself as a leader who can achieve results through others.

During this course, you will:

- ◆ Experience interactive lectures and hands-on learning experiences that put principles to practice.
- ◆ Try new ways to solve your leadership challenges by experimenting with different approaches and seeing what works best for you.
- ◆ Participate in an interactive knowledge exchange with faculty and fellow executives.
- ◆ Leave with specific action steps to tackle your challenge.
- ◆ Learn new communications techniques to influence and inspire others.

Prerequisites: None

For more information, contact:
Customer Care and Program Consultation
1.800.255.3932

execed@wharton.upenn.edu

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-managing-people-program.cfm>

Leading Change



Opportunity Highlights

Location: Philadelphia, PA

Duration: 4 days

Cost: \$6,950

- ✓ Apply new leading change frameworks, models, and perspectives to your projects immediately
- ✓ Focus on the role of changing leadership and implementing change strategies in your organization
- ✓ Learn strategies to make your organizational transformation successful
- ✓ Benefit from an interactive setting with a small class size
- ✓ Work on your own change initiative and receive constructive feedback on it from fellow executives
- ✓ Experience learning in a highly interactive setting

Leading Organizational Change

Grasp the concept of organizational change in this hands-on workshop that offers researched and practiced frameworks, models, and perspectives that you can apply to your specific change initiatives. You will learn about factors that trigger organizational transformations and strategies to navigate around issues, so you can become an effective change agent in your organization.

Leading Organizational Change focuses on the role of changing leadership, organizational culture, the work systems model and levers of change, the stakeholder model, implementing change strategies and tactics, and overcoming obstacles to change.

During this course, you will:

- ◆ Present an implementation plan for your change initiatives and receive feedback from fellow executives.
- ◆ Bring your own challenge to focus on during the session. Gain experience by practically applying the skills you learn.
- ◆ Enjoy a blend of workshops, team sessions, interactive lectures, and case studies.
- ◆ Be prepared for a high level of participation and interaction with both faculty and fellow participants.

Prerequisites: You will need to bring specific challenges or projects from your organization that are related to the topic of change. During the program, you will focus on addressing these challenges.

For more information, contact:
Customer Care and Program Consultation
1.800.255.3932

execed@wharton.upenn.edu

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-organizational-change-program.cfm?searchPos=1>

Leading
ChangeResults
DrivenBusiness
Acumen

Opportunity Highlights

Location: Philadelphia, France,
and Singapore

Duration: 5 days

Cost: 8,200 Euros;
\$8,750

- ✓ Take advantage of the world-class alliance between INSEAD and Wharton, two world leaders in management education
- ✓ Network with executives from around the world
- ✓ Learn approaches that make R&D an integral part of the corporate strategy
- ✓ Balance technical expertise and market-driven project management at your organization
- ✓ Drive growth by improving innovation processes

Strategic R&D Management

At NASA, research and development are a cornerstone to the organization, and must be fully integrated into the structure of the firm. Wharton's *Strategic R&D Management* program focuses not on improving R&D Management, but on improving the management of R&D in relation to other functions. This course helps you see how leaders of other R&D organizations cope with management in both the U.S. and around the world.

Strategic R&D Management will help you to link R&D to your organization's strategy, manage the R&D pipeline, and develop a perspective on R&D that relates it to other job functions.

During this course, you will:

- ◆ Experience case studies, interactive group exercises, and lectures from world-renowned faculty members.
- ◆ Network with peers from around the world: the program is hosted in the U.S., France, and Singapore.
- ◆ Participate in a simulation specially developed by Wharton faculty to practice learned concepts. You will be asked to value products, allocate resources, and plan portfolios in a highly uncertain environment. This allows you to apply skills gained during lectures.
- ◆ Strategically determine the allocation of resources to prioritize projects.

Prerequisites: None

For more information, contact:
Customer Care and Program Consultation
1.800.255.3932

execed@wharton.upenn.edu

<http://executiveeducation.wharton.upenn.edu/open-enrollment/technology-operations-programs/strategic-research-development-management.cfm?searchPos=1>

Leading
Change

Results
Driven



Opportunity Highlights

Location: Philadelphia, PA

Duration: 4 days

Cost: \$8,950

- ✓ Achieve more effective results by integrating strategy and implementation
- ✓ Increase your ability to adapt to change by providing structures, objectives, and incentives to implement your strategy
- ✓ Return to your organization with resources to share and a plan for moving ahead
- ✓ Maximize resources by knowing the demands that different strategies make on the organization
- ✓ Incorporate Wharton's latest research on successful execution

Implementing Strategy: Leading Effective Execution

To achieve results, it is necessary to implement effective execution strategies. *Implementing Strategy* examines Wharton's latest research on successful execution and applies it to your situation as an executive leader.

Implementing Strategy: Leading Effective Execution is designed to target one of your current initiatives by helping you understand the stages of implementation and effectively design a strategy implementation model to complete your initiative. This course blends instruction on the implementation process with shared stories on implementation obstacles. It also focuses on achieving employee coordination, developing effective incentives, and managing the change process.

During this course, you will:

- ◆ Receive instruction on current cutting-edge strategy implementation techniques and a cross-functional understanding of what makes strategies work.
- ◆ Receive one-on-one feedback on barriers that hinder implementation at your organization.
- ◆ Learn from the book, *Making Strategy Work: Leading Effective Execution and Change*.
- ◆ Cover topics such as the strategy implementation process, developing effective incentives and controls, the organization's operating structure, and strategic structure and organizational performance.

Prerequisites: You will need to bring a business plan that you have written.

For more information, contact:
Customer Care and Program Consultation
1.800.255.3932

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execed@wharton.upenn.edu

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/Implementing-Strategy.cfm?searchPos=1>

Fundamental
CompetenciesLeading
ChangeLeading
PeopleResults
DrivenBusiness
AcumenBuilding
Coalitions

Opportunity Highlights

Location: Charlottesville, VA

Duration: 5 days

Cost: \$8,950–\$9,100

- ✓ Participate in a course that has a strong reputation
- ✓ Translate your vision and strategies into committed actions
- ✓ Benefit from one-on-one coaching and feedback from the instructors
- ✓ Demonstrate the importance of vision implementation
- ✓ Participate in powerful conversations with colleagues and other senior executives about the possibilities for actively shaping the future
- ✓ Use the case study method to stimulate discussion

Creating the Future: The Challenge of Transformational Leadership

One of the challenges in transformational leadership is crystallizing a unifying vision and providing the leadership, teamwork, and commitment necessary to translate vision into action. Successful leaders have actively shaped new organizational futures.

Through thought-provoking dialogue, *Creating the Future: The Challenge of Transformational Leadership* engages participants in developing insight into self-limiting assumptions and commitments to possibilities for change that transcend conventional wisdom or historical experience. The course covers a variety of topics including the challenge to executive leadership, generating a mindset for change, creating an engaging vision, mobilizing commitment to the future, and translating vision into action.

During the course you will:

- ◆ Learn a bold new approach for translating vision and strategies into committed action.
- ◆ Gain insights into developing a unifying vision for one's organization.
- ◆ Engage in stimulating discussion with colleagues and other senior executives about the possibilities for actively shaping the future.
- ◆ Experience classroom discussions that include small team exercises, the case method, learning team dinner assignments, and coaching meetings with the faculty.
- ◆ Participate in case studies of effective transformational leaders. These are included to stimulate discussion.

Prerequisites: None



NASA Courses By OPM Executive Core Qualification (ECQ)

Fundamental Competencies

- Innovative Business Practices for the Private Sector* 2
- Executive Leadership in a Changing Environment* 3
- Leading With Integrity: Ethics in Action* 4
- Leadership at the Peak* 6
- Developing the Strategic Leader* 7
- Leading Strategic Growth and Change* 8
- A Leader's Guide to Developing Resilience* 9
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